

EVERETT TRANSIT
1994

Prepared for the City of Everett by KJS Associates,
Bellevue, Washington

COMPREHENSIVE PLAN

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RESOLUTION NO. 3992

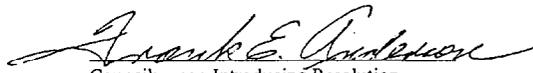
A RESOLUTION adopting the Everett Transit Comprehensive Plan Update of 1994

WHEREAS, the Planning Commission conducted a public hearing on July 19, 1994, and considered the testimony of City staff and of the public, and recommended that the City Council adopt the Everett Transit Comprehensive Plan Update of 1994; and

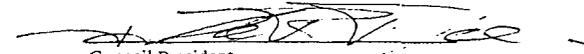
WHEREAS, the City Council finds the following;

1. In 1989, Everett Transit prepared a Transit Development Plan which indicated the general direction (i.e. service hours, financing, rolling stock requirements, etc.) that Everett Transit should follow through 1999; and
2. Since 1989, the operating environment in which Everett Transit finds itself has significantly changed due to certain initiatives from federal, state, and local areas such as
 - The State of Washington Growth Management Act (GMA)
 - The State of Washington Commute Trip Reduction Law (CTR)
 - The City of Everett Commute Trip Reduction Ordinance
 - The full implementation of Americans with Disabilities Act (ADA)
 - The utilization of the Intermodal Surface Transportation and Efficiency Act (ISTEA) for transit capital projects
 - The study of operating design concepts of the proposed Regional Transit Project (RTP)
 - The incorporation of transit level of service standards as part of the concurrency requirements of GMA; and
3. In order for Everett Transit to respond to these changes in its operating environment the 1989 Transit Development Plan must be significantly updated; and
4. On February 10, 1993, City Council authorized such an update to the 1989 plan known as "The Everett Transit Comprehensive Plan Update"; and
5. On August 3, 1994 the City Council approved the Growth Management (GMA) Comprehensive Plan for the City which included a Transportation Element, and the Everett Transit Comprehensive Plan Update is functionally related to and consistent with the Transportation Element of the GMA Comprehensive Plan

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Everett hereby adopts the Everett Transit Comprehensive Plan Update of 1994 which is attached hereto as Exhibit A and incorporated herein by reference.


Councilperson Introducing Resolution

PASSED AND APPROVED this 7th day of September, 1994.


Council President

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Acknowledgements

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Preface

Everett Transit's Comprehensive Plan provides the long-term framework to guide the development of public transportation services in Everett over the next twenty years. In this plan, Everett Transit clearly defines its mission, future direction and necessary actions. The plan is based on research, analysis and debate conducted over the past six months with project Technical and Steering Committees. These efforts are documented in a series of supporting technical papers in the Technical Appendix to this plan.

The plan has three major elements, covering the agency's guiding strategies and policies, the future development of services and facilities, and an implementation plan and timetable.

Strategy and Mission

This element includes Everett Transit's mission and a series of supporting City policies. Everett Transit's current system is profiled, and the factors influencing the agency's future direction are discussed. The relationship of Everett Transit's Comprehensive Plan to other planning efforts is also examined.

The Next 20 Years — Everett Transit's Plan

The Transit Plan documents plans for future service changes and capital facility expansion. The criteria used to evaluate plan alternatives are also presented.

From Plan to Reality

Estimated service and capital costs are presented in this element, along with a timetable for implementation. Options for paying for the planned improvements, and the consequences of not being able to afford the plan, are considered, as well as identification of shared responsibilities for acting on the vision.

Mission and Strategy

Everett Transit's Mission

Everett Transit's mission statement clearly sets the agency's responsibilities and goals for serving travelers in Everett. Given these expectations for the system in conjunction with a service policy, specific decisions about transit services and facilities can be made.

The City of Everett provides mobility choices for travelers in Everett through convenient, high quality transit services and facilities. Everett's transit system:

- *serves the needs of the transit dependent community*
- *provides transit services that are cost effective, safe and reliable*
- *provides viable alternatives to the single occupant automobile to help mitigate the effects of traffic congestion*
- *supports Everett's Commute Trip Reduction ordinance*
- *enhances local neighborhood accessibility and circulation*
- *links the City's neighborhoods and activity centers*
- *integrates comprehensive, state-of-the-art feeder transit connections with regional service as a prototype for the region*
- *includes opportunities for public input in the transit planning process*

Everett Transit Policies

COORDINATION

CO-1 Everett supports the regional planning effort to construct and operate a regional high capacity transit system that serves Everett.

CO-2 Everett's transportation decisions reflect the City's relationship to the larger transportation system and integration with other public and private transportation providers.

CO-3 Everett works with other transportation providers to: maximize returns on transportation investments; leverage local funding; accommodate and encourage the use of non-motorized transportation modes; coordinate the provision of transportation services to provide a "seamless" transportation system; and maximize benefits for Everett through cost and operations sharing.

CO-4 Everett actively pursues opportunities to coordinate transit services and facilities with Community Transit.

CO-5 Everett is committed to building mutually beneficial, lasting working relationships with the Community Transit Board of Directors and staff that will promote efficient and cost effective provision of transit services in Everett and adjacent areas of Snohomish County.

MISSION

POLICIES

PRIVATE INVOLVEMENT

PI-1 Everett meets all federal requirements for private participation in the provision of transit services and facilities.

PI-2 Everett is committed to strengthening partnerships between public transportation providers and the private sector, including employers affected by Commute Trip Reduction (CTR) requirements and private transportation providers.

PI-3 Everett strives to provide better public transportation, better manage the transportation system, and optimize public expenditures for transportation through private sector involvement in the planning, design, operations and financing of transit facilities and services.

PI-4 Everett will consider the provision of transit-supportive facilities, amenities and site design in determining impact mitigation requirements.

FINANCING

FI-1 Everett links the provision of transit services with overall transportation and growth management needs through coordinated funding efforts that maximize the use of all available revenue sources.

FI-2 Everett pursues outside funding for transportation needs in a proactive manner by: participating in the development and implementation of regional guidelines for funding eligibility and competitiveness; developing grant proposals in an interdisciplinary, interdepartmental and interagency manner to maximize the multi-jurisdictional and multi-modal aspects of transportation projects; making coordination with other agency staff and decision-makers a priority for Everett staff; and seeking opportunities for private financing to defray public costs for transit and transportation improvements.

LEVELS OF SERVICE AND CONCURRENCY

LS-1 Transit is an important element of Everett's transportation system, providing transportation capacity and services to help meet City Comprehensive Growth Management Plan performance expectations.

LS-2 Everett bases the development of transit level of service standards and concurrency management strategies on the basic transit system concepts in Everett Transit's Comprehensive Plan, and coordinates transit Level Of Service (LOS) with other LOS measures.

LS-3 Everett will develop comprehensive transit LOS standards and performance measures that are appropriate for each type of transit service provided by the City.

LS-4 Everett coordinates LOS standards and concurrency management strategies with other jurisdictions.

LS-5 Everett will include service provided by other transit agencies in establishing LOS standards and in making concurrency determinations.

FARES

FA-1 Everett charges the same fare for all types of transit service that the City provides. However, the City will discount individuals' fares based on adopted criteria for youth, elderly and disabled customers, as well as FTA requirements.

POLICIES

POLICIES

FA-2 Everett periodically reviews its transit fare structure in terms of customer convenience, customers' willingness to pay, and farebox recovery standards.

FA-3 Everett works with other public transportation providers in the region to develop an integrated and equitable regional transit fare structure.

SERVICES

SE-1 Everett evaluates new and existing transit services to determine their effectiveness in supporting the goal of the Comprehensive Growth Management Plan and meeting level of service standards. The following criteria and guidelines are used to evaluate transit services (not in order of priority): Americans With Disabilities Act (ADA) impacts; service productivity and effectiveness; development density; potential for future growth in ridership; comparative travel time advantage over automobiles; LOS impacts and congestion relief; cost effectiveness; cost efficiency; ability to share with other agencies and providers; availability of other transit service options; ability to coordinate service with other providers; revenue generation; potential for annexation to Everett if outside city limits; rolling stock requirements; customer comments; capital facility requirements; and consideration of regional needs and service integration.

TECHNOLOGY

TE-1 Everett is committed to meeting the air quality improvement requirements of the Clean Air Act Amendments of 1990 (CAAA).

TE-2 Everett utilizes proven, cost effective technological improvements in emissions control to achieve compliance with CAAA requirements at the lowest cost.

TE-3 Everett keeps informed about improvements in transportation technology.

TE-4 Everett will take advantage of proven and cost effective transportation technology improvements to improve its ability to respond to the transportation needs of its residents. Such improvements might include: IVHS, alternative propulsion systems, improved route planning and dispatching, new marketing techniques, and comprehensive system monitoring systems.

PARATRANSIT

PA-1 Everett provides a range of transit services to meet the needs of all of its customers, and will fully comply with the requirements of the Americans with Disabilities Act.

PA-2 Everett provides paratransit service to those customers who are eligible for such service under ADA guidelines.

PA-3 Everett assists non-ADA eligible customers who currently use paratransit to transition to other transit services.

PA-4 Everett encourages transit customers to utilize appropriate types and levels of service at their highest and best use, and educates customers about how to most effectively use each type of service.

PA-5 Everett will make all new (built after January 26, 1991) transit capital facilities (stops, transit centers, park and rides, etc.) accessible. Existing transit capital facilities (built before January 26, 1991) will be made accessible where feasible.

Why Plan?

The Everett Transit Comprehensive Plan provides long-term guidance about how Everett Transit should provide transit services over the next twenty years. Everett Transit has responsibilities not only to today's travelers, but also to the travelers of tomorrow. As Everett grows and matures over the next two decades, Everett Transit will be asked to provide more and better transportation services to accomplish a variety of societal goals. Everett's transit policies support this vision of transit in the city's future.

Changing Travel Needs

Everett Transit has long served the needs of people who depend on public transit to get around. Providing service for people with more than one traveling choice, particularly commuters, has not been a priority for Everett in the past. Low population densities, light traffic, and ample parking at work sites have long made the automobile more attractive for commuting. Time is changing that balance.

Travel patterns have changed, largely as a result of demographic, social, and economic shifts in our society. More homes, jobs and services are in suburban areas; greater numbers of women have entered the work force; the population is aging; and families are generally smaller and have more diverse travel needs. The simple home-work-home commute trip has been replaced with more complex trips serving several purposes. Today's commute trip may contain several segments linking the home, the workplace, school or daycare, shopping, personal business and recreation.

In addition to adapting to the changes that have occurred over the past several decades, Everett is seeking to manage future growth and change in a comprehensive manner. Travel patterns will continue to change over the next twenty years as Everett works toward a better, more controlled pattern of growth that conserves land resources, and accommodates new residents. Growth management will provide a new set of rules about how growth takes place, affecting the way people get around. Public transit will play a big part in achieving the transportation goals of growth management.

Transportation System Overload

Over the years, the Puget Sound region has invested much more in roads than public transit. Still, average freeway speeds dropped from 45 miles per hour in 1960 to 28 miles per hour in 1980. By 2020, average freeway speed is expected to be just 14 miles per hour, and "rush hour" will be over five hours long (Regional Transit System Plan, 1992).

Congestion makes it difficult for people to get to jobs and other destinations. Without a transportation system that moves people and goods quickly and conveniently, businesses won't invest in the area, and our economic future is jeopardized.

Maintaining Our Quality of Life

The idea behind growth management is to protect and improve the living environment that Everett residents enjoy. The Pacific Northwest offers a quality of life that is the envy of much of the nation. Yet, as growth occurs, the area's livability is at risk.

Land is being developed at a brisk rate throughout the Puget Sound area, including Everett. Our continued reliance on cars supplies our means to access increasingly distant suburbs, with often undesirable consequences. Cars are responsible for most of the carbon monoxide polluting our air. Relying on private automobiles for our transportation needs wastes fuel

WHY PLAN

and increases air pollution. Open space is disappearing as residences and jobs grow farther apart.

Unplanned growth could mar the very qualities that make Everett a desirable place to live. The ability to get around quickly and conveniently is critical to the lifestyles most people enjoy. When the transportation system begins to break down, getting around becomes difficult, degrading the quality of life.

Rising Costs

All of these factors translate into high costs for individuals, families, businesses and governments. The easy places to build roads are gone — right-of-way, environmental and construction costs are rising. Workers spend more time commuting and less time working, which hurts businesses and stalls economic growth. Personal costs are high as well - the stress of sitting in traffic eats away at everyone's health and well-being.

Mandates for Change

The need to plan for future growth is not unique to Everett; indeed, all of the urbanized areas of Washington State have similar concerns about how their communities will grow and develop. The state, the region and the City of Everett have taken several steps to address statewide and regional needs for comprehensive planning, commute trip reduction, and regional transit development.

Growth Management

The state **Growth Management Act** of 1990 and subsequent amendments in 1991 were enacted by state government to ensure that local jurisdictions in the urbanized portions of the state guide how their communities will grow over the next twenty years. Among other things, the Act requires that jurisdictions develop comprehensive plans that articulate land use, transportation, housing, and environmental protection strategies. The Act also requires ordinances and regulations to ensure that the guidance of the comprehensive plan is followed. Everett is currently in the process of developing its comprehensive plan, which is expected to be complete in July, 1994.

Everett Transit, as part of the City of Everett, will be an important part of carrying out the City's adopted growth vision. In fact, the Everett Transit Comprehensive Plan will be a key piece of the transportation element of the City's overall Comprehensive Plan. The transportation element will likely call for more reliance on transit to provide transportation capacity, and less dependence on the automobile. Everett Transit's Comprehensive Plan directly supports this vision. It calls for new services and facilities to help transit carry more of the load, which will help reduce the need for expensive road-building programs geared toward travel by car.

In 1990, the Puget Sound region's policy makers, residents and businesses developed **Vision 2020**, a blueprint for how the Puget Sound region should develop over the next 30 years. The plan combines growth management strategies with transportation investments. The goal of the plan is to develop a region with compact, well defined communities, or "centers", framed by open spaces and connected with efficient transit services.

Vision 2020's strategy places new housing and jobs in designated activity centers where urban services, including transit, can be provided efficiently. The activity centers range from community centers to major urban centers. Everett is one of five designated major

urban centers in the Puget Sound region. Investments in transit and ridesharing will help support higher population and employment densities in the centers. The focus is on moving people and goods rather than vehicles by offering more travel options for people. Vision 2020 aims to complete needed gaps in the highway system and to provide High Occupancy Vehicle (HOV) lanes for transit and other HOV's. By enhancing the city's transit system, the Everett Transit Comprehensive Plan supports the regional transportation vision.

Commute Trip Reduction

Washington State's **Commute Trip Reduction (CTR) Law** was adopted in 1991 by the Legislature and incorporated into the Washington Clean Air Act. Its goals are to improve air quality, reduce traffic congestion, and reduce fuel consumption through employer-based programs to reduce commute travel by single-occupant vehicles (SOV's). The law requires employers with 100 employees or more at individual work sites in certain counties (including Snohomish) to establish programs to reduce commute travel by SOV's. In 1994, the law will affect at least 20 companies with over 30,000 employees in Everett.

The law sets goals for the reduction of commute trip vehicle miles traveled (VMT) in future years. By 1995, affected employers are to reduce commute trip VMT by 15 percent, measured against 1992 levels. The goals are higher for 1997 and 1999, when VMT is to be reduced by 25 percent and 35 percent over 1992 levels, respectively. These goals are to be accomplished using a variety of transportation demand management techniques, including ridesharing, parking restrictions, flexible work hours, and subsidized transit use.

Everett is implementing CTR through its Commute Trip Reduction Ordinance, (#1925-93). Everett is working with affected employers in the City to develop and implement individual programs to achieve the commute trip reduction goals. The City itself is an affected employer, and has already implemented strategies, such as its employee ridesharing program called M.O.V.E., to reduce commute trips. Everett Transit, as the major transit provider in the city, will play an active role in helping employers achieve their CTR goals. Providing quick, efficient transit services to get commuters around the city will give people more choices about how they get to work. Many of the new and expanded services outlined in this plan will directly support CTR programs and goals.

Regional Transit System

As an outgrowth of Vision 2020, the region began planning for an integrated regional transit system in 1990. That process has resulted in a **Regional Transit System Plan** for development of a regional high capacity transit system and supporting bus services, and a Regional Transit Authority to oversee system development and operation. At the core of the currently proposed system would be a rapid rail system stretching north and south from Everett to Tacoma, with connections to the Eastside. Commuter rail connections from Everett to Seattle and Tacoma to Seattle would supplement the rapid rail system. The plan also calls for major expansion of local and regional bus connections to support the rail system and provide better transit service in areas not directly served by rail.

In Everett, regional transit system components might include: commuter rail connections to Mukilteo, Edmonds and Seattle; expanded regional bus services to southwest Snohomish County, Bellevue and Seattle; and/or rapid rail connections to Everett Mall, Paine Field, Lynnwood, and points south in King and Pierce counties.

The RTA is currently reviewing the Regional Transit System Plan, and may recommend some changes in the proposed services and facilities. Many details affecting Everett are still to be decided. Given the high cost of the regional rapid rail component, many jurisdictions are considering a scaled back version of the System Plan that would rely more

**MANDATES
FOR
CHANGE**

TODAY'S
TRANSIT

heavily on regional express bus and commuter rail connections as well as expanded local community bus services.

The Everett Transit Comprehensive Plan calls for a series of service and capital expansions that would directly support a regional transit system, but that could be implemented whether the regional system becomes a reality or not. The plan is designed to increase mobility in and around Everett, improve connections to existing regional transit services provided by Community Transit, and provide connections to potential regional services including commuter and rapid rail.

Today's Everett Transit System

Public transportation services have been provided in Everett for over 100 years. Everett Transit began publicly owned and operated fixed route bus service in the city in 1969. Everett Transit's service area is about 30 square miles, and includes the entire area within the city limits. Over 75,000 people are served by Everett Transit within the service area. Everett Transit also provides connecting service to adjacent portions of unincorporated Snohomish County and Mukilteo. Total system ridership grew from about 1.5 million trips in 1986 to almost 1.9 million trips in 1992. Everett Transit currently provides two major types of public transportation service: fixed route and paratransit.

Fixed Route Service

Fixed route bus service is provided on 16 routes in Everett, with 39 buses. Service is focused on major arterials throughout the city, with most routes connecting at the Downtown Everett transit center. Weekday service is provided between 4:50 a.m. and 10:35 p.m. Buses run on the weekends between 6:45 a.m. and 8:40 p.m. Fixed route service currently carries 98 percent of the system's customers, and accounts for about 87 percent of service hours.

Paratransit Service

Everett Transit provides demand response service to disabled persons and elderly persons over the age of 62 that are registered with Everett Transit. Door-to-door service is provided during the same hours that fixed route service is in operation. Customers may use the service by calling Everett Transit and requesting service 24 hours in advance of a trip, though Everett Transit is often able to provide same-day service. Paratransit service accounts for 2 percent of system customers, but uses 13 percent of service hours. Through an interlocal agreement, Community Transit provides paratransit services for customers traveling outside of Everett.

Other Services

Everett Transit does not currently operate any vanpools. Several transit agencies provide vanpool service through or to Everett, including METRO, Community Transit, and Kitsap Transit. Ridematching is carried out through the Regional Ridematch computer facilities in Snohomish County by Community Transit.

Capital Facilities

The City of Everett owns and operates a transit administration, operations and maintenance base in east Everett. The City also operates a customer information center in downtown Everett at the Hewitt & Hoyt transit transfer center.

The Next 20 Years — Everett Transit's Plan

Everett Transit's Comprehensive Plan builds on what has worked in the past, and recognizes the opportunities and constraints affecting Everett Transit's future. Each piece of the plan was measured by its:

- Effectiveness in meeting the needs of different travel markets;
- Support for the land use and transportation goals of the city and the region;
- Connections to the rest of the transit system; and
- Operating and supporting capital facility costs.

A summary of this evaluation is included in the Technical Appendix to this plan. Each of the services recommended by the plan will be evaluated and developed in more detail as they are implemented.

Service Plan

This plan calls for significant new transit services in Everett. It will substantially increase the total number of service hours that Everett Transit provides. The entire program supports the region's growth vision, provides new transportation opportunities for Everett travelers, and will support the City's growth vision when it is adopted through the City's Comprehensive Growth Management Plan.

The new service plan expands service to areas outside of downtown, and changes service in the downtown area. Currently, most Everett Transit routes travel through downtown Everett, making connections with other Everett Transit and Community Transit routes at the Hewitt and Hoyt transfer center. However, travel to and from other areas of the city is becoming more important, requiring a broader transit system that serves these areas more effectively. This plan calls for development of new transit centers at major activity centers such as Everett Mall, Paine Field, and Evergreen Way. This "multi-center" concept directly supports the Mixed-Use Activity Centers concept adopted in Vision 2020. (This concept is currently being refined in Everett's Comprehensive Growth Management Plan). The new transit services give workers in Everett more choices about how they get to and from work, which supports Everett's commute trip reduction goals.

This plan provides a "snapshot" of what transit service in Everett could look like in 2012. The plan represents a level of transit service in Everett that supports the City's land use vision, and provides increased mobility for travelers in the city. However, the specific connections and implementation schedule that make up this plan are flexible. The actual implementation of service changes will vary from the plan's schedule depending on financial, operational and travel demand factors during the planning period.

Four types of transit service are included in this plan to meet anticipated travel needs through 2012. Local Fixed Route and Paratransit are services that Everett Transit already provides. Circulator-Feeder and Center to Center Express are new. Together, these services form the 20 year service plan for Everett Transit. Key characteristics describing the services are summarized in Table 1.

**Table 1
Everett Transit Service Elements in 2012**

Descriptor	Local Fixed Route	Paratransit	Center to Center Express	Circulator-Feeder
Travel Market Focus	Primary service for meeting basic mobility needs of the transit dependent community	ADA-eligible elderly and mobility-impaired customers	Work and non-work trips between activity centers	Neighborhood access to activity centers, center circulation, and access to local and regional transit system.
Connections	All areas of Everett on the arterial system	Any point in the service area served by fixed route transit	Everett area centers to Everett area centers and regional transit facilities	From neighborhoods to activity centers and within activity centers to transit facilities
Service Period (depends on connection)	7 days per week 18 hours per day	7 days per week 18 hours per day	5-6 days per week 6-12 hours per day	5-7 days per week 6-18 hours per day
Headways	30 min.	Variable	15 min. peak	15 min. peak 30 min. off-peak
Vehicle Type	Standard buses	Mini-buses	Standard buses	Mini-buses and/or standard buses
Characteristics	<ul style="list-style-type: none"> ■ Wide geographic coverage ■ Requires transfers to change direction of travel from N-S to E-W ■ Frequent stops 	<ul style="list-style-type: none"> ■ Wide geographic coverage ■ Door-to-door service anywhere in the service area ■ Limited to ADA-eligible customers only ■ Requires reservation with Everett Transit 	<ul style="list-style-type: none"> ■ Direct connections ■ Relies on transit-priority roadway treatments for significant travel time savings over automobile ■ Limited connections ■ Limited stops ■ Distributes customers at trip end 	<ul style="list-style-type: none"> ■ Circulates around neighborhoods and centers and feeds regional transit system and centers ■ Operates throughout service period of High Capacity Transit system ■ Frequent stops; possible curbside pick-up and drop-off

The existing **Local Fixed Route** system is shown in Figure 1. Local Fixed Route service is intended to provide basic mobility around Everett, serving most areas of the city. These buses make many stops, but don't travel as quickly as other types of service. This plan assumes that Local Fixed Route system coverage will remain essentially the same over the planning period, with periodic changes in routing, service frequency and operations to respond to changing demands. No additional local fixed routes are proposed.

Paratransit service will still be provided to accommodate transit customers who are not able to use the other types of service. Due to the high cost of providing door-to-door demand-responsive service, paratransit service is limited to customers eligible under the requirements of the Americans with Disabilities Act.

Center to Center Express connections for 2012 are shown in Figure 2. This service is meant to move people quickly between activity centers, employment areas and the regional transit system. It features limited-stop service that competes with the private automobile for speed and cost. Though primarily geared to commuters, some express service will also be provided during midday periods to provide quick links between activity centers.

Circulator-Feeder connections for 2012 are illustrated in Figure 3. Circulator-Feeder service will connect neighborhoods and activity areas, and provide circulation in and around certain activity centers. This service features convenient access and wide geographic coverage. The use of smaller mini-bus type vehicles will allow Circulator-Feeder routes to inconspicuously access residential neighborhoods, enabling customers to "flag down" a bus at corners or other convenient locations. Service could also be provided via a demand-response dispatching system where customers call to request pick ups. The intent of this service is serve shorter trips that people often use their cars to make. These trips could be made by convenient, fast and efficient transit services.

These figures do not show specific routes, but illustrate possible connections based on the technical evaluation. Figure 4 shows a specific example of how each type of service might be applied in the travel corridor between downtown Everett and the Everett Mall. Actual routes and service frequencies will be determined during detailed service planning after this plan is adopted.

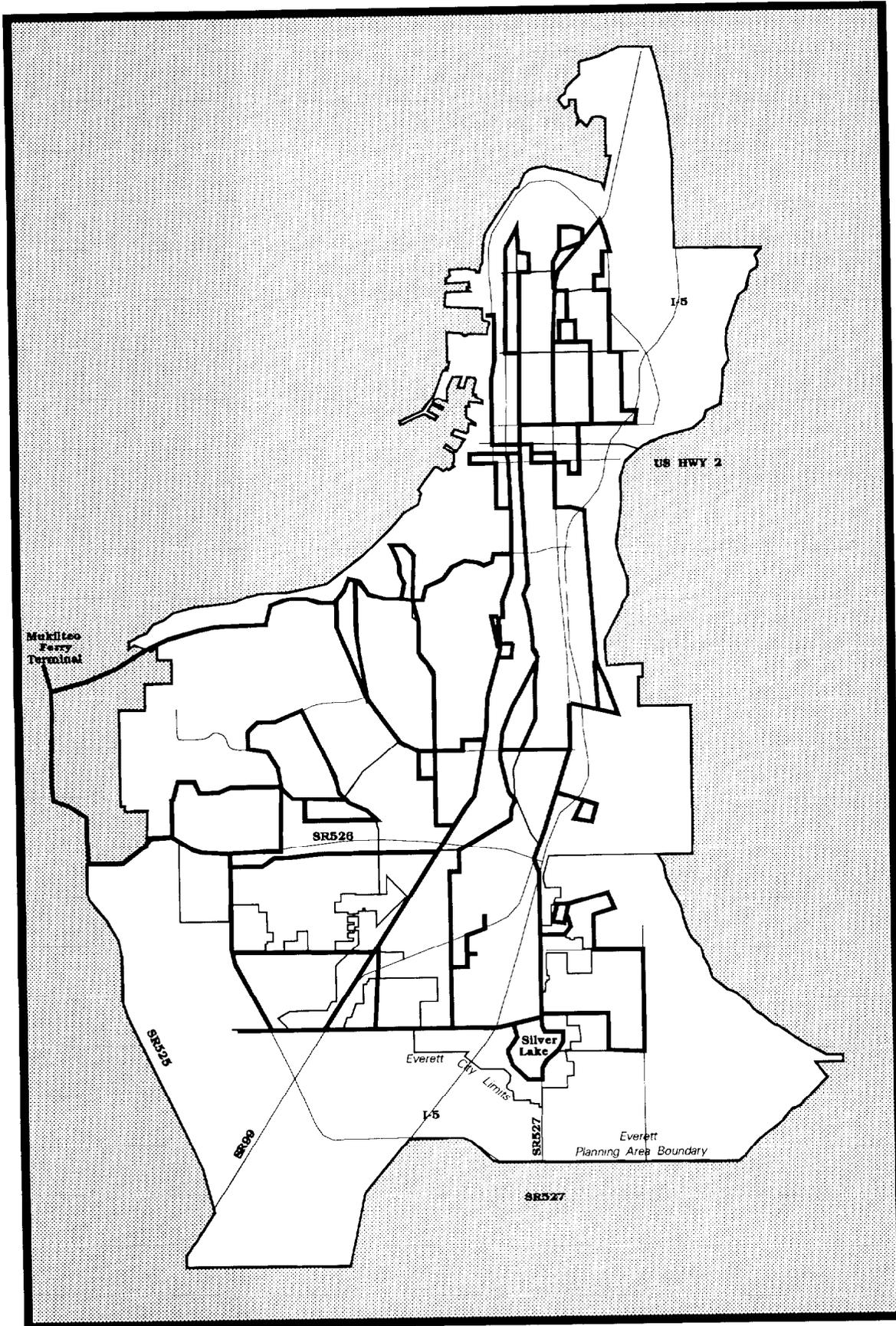


Figure 1
Local Fixed Route Connections

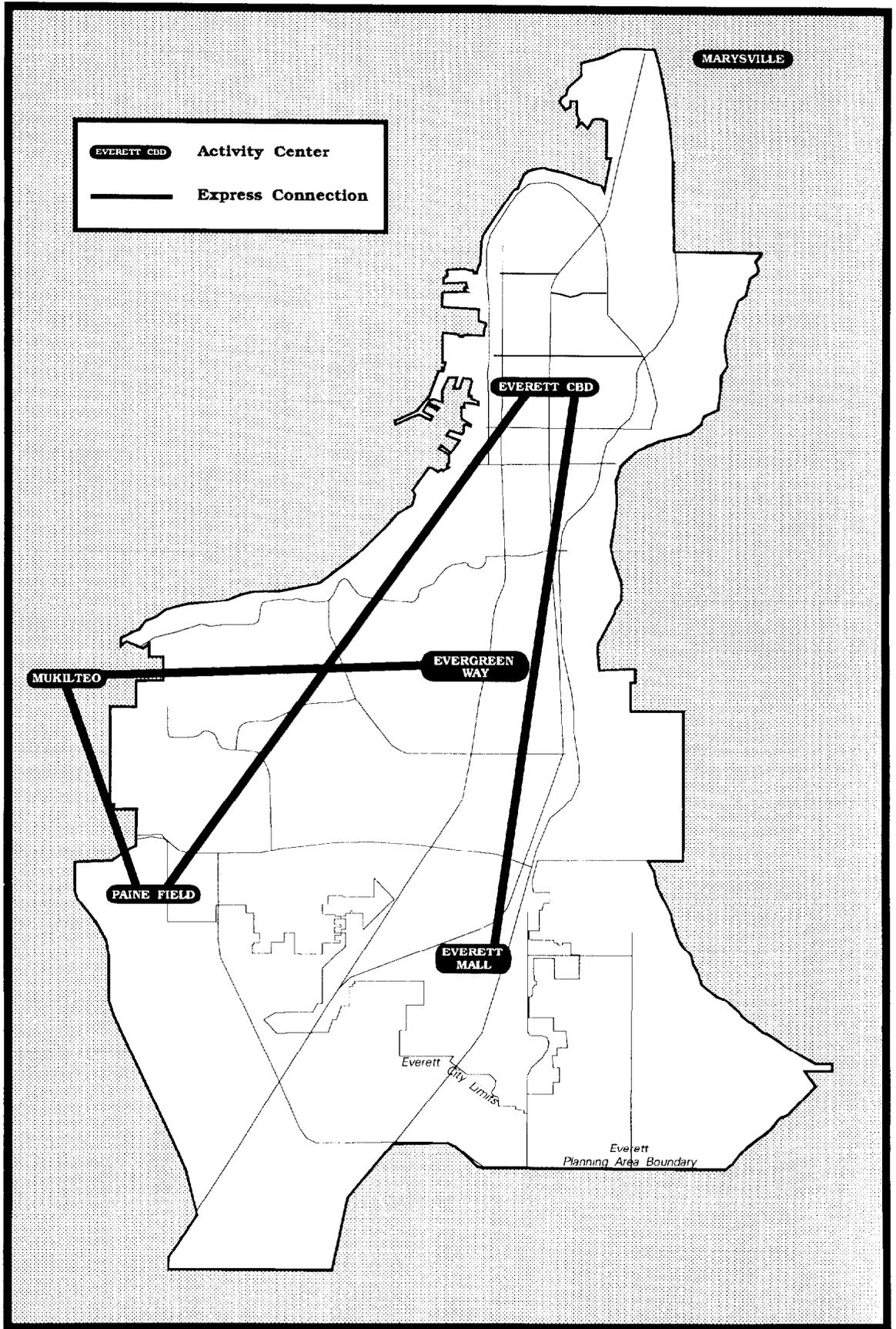


Figure 2

2012 Center to Center Express Connections

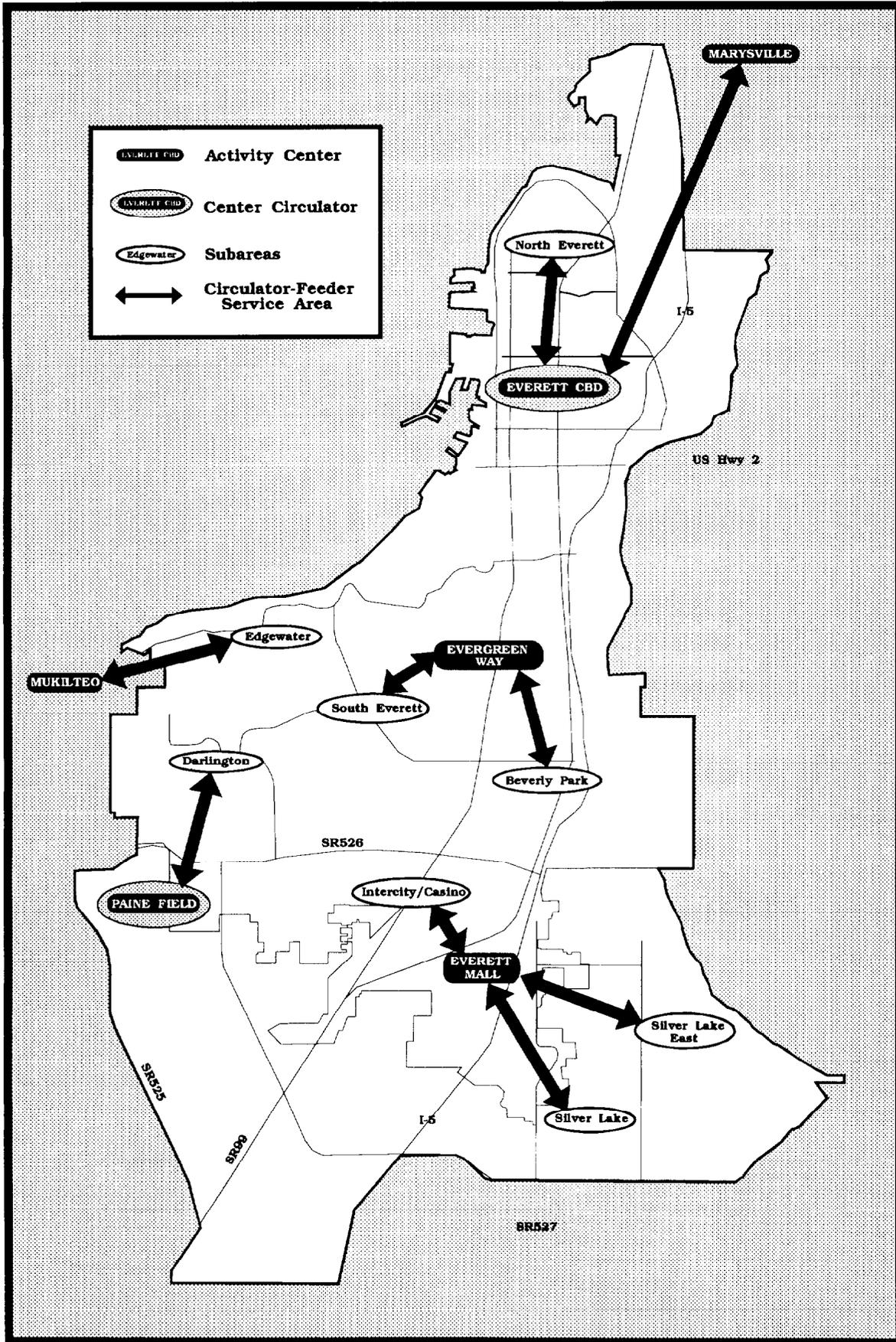


Figure 3

2012 Circulator Feeder Connections

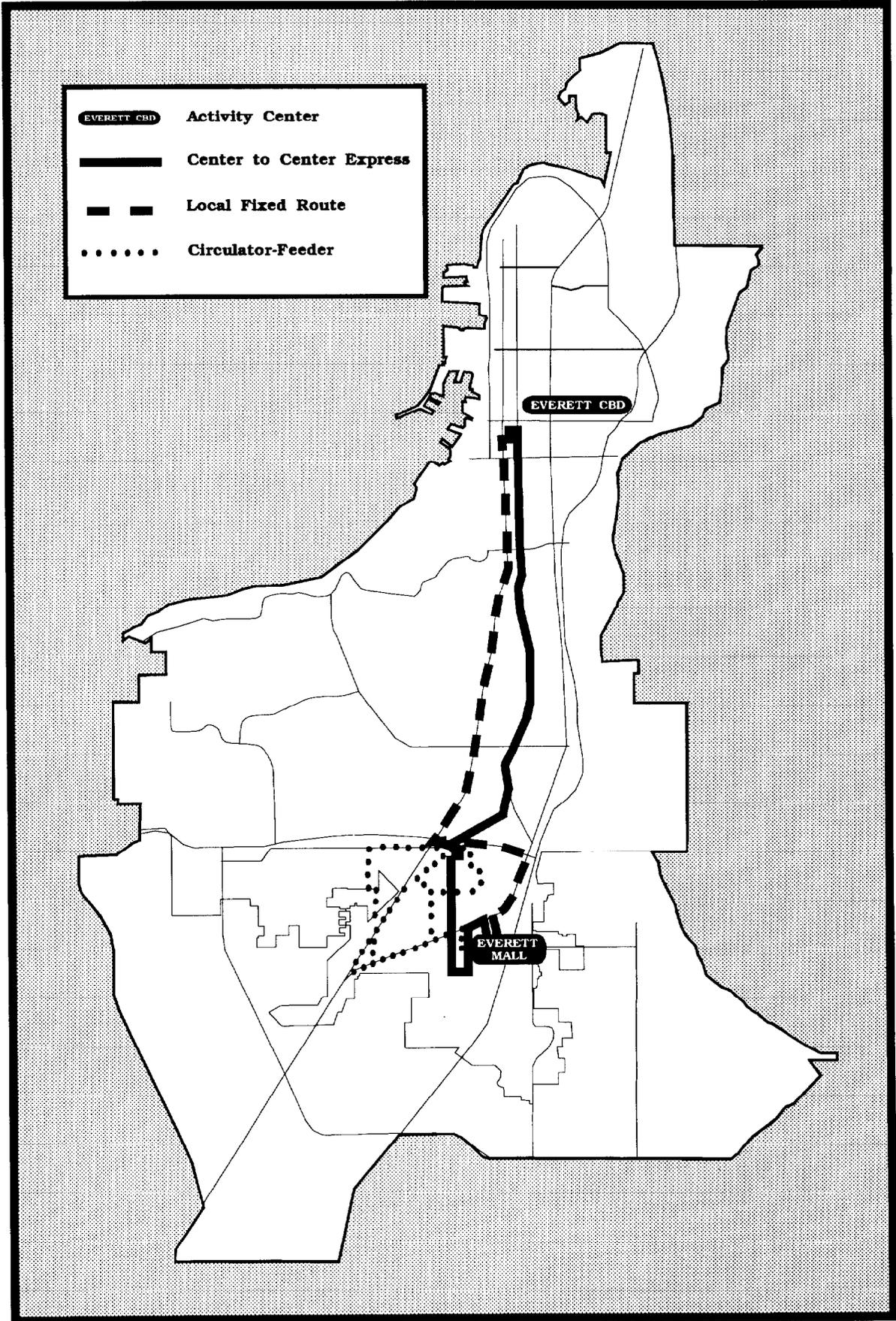


Figure 4
Example Connections
Everett CBD to Everett Mall

**PHASING
SCHEDULE**

Phasing Schedule

For the 20 years from 1992 to 2012, Everett Transit’s service hours would increase 178 percent. Figure 5 shows the annual increases in service hours for the four service types. Most of the increase will come from the new Circulator-Feeder and Center to Center Express services. Local Fixed Route service hours are expected to grow annually at a rate of 1.5 percent, and Paratransit service hours will grow 4.0 percent annually through 1999, and 2.0 percent annually thereafter.

The Circulator-Feeder and Center to Center Express services will grow differently. The schedule for beginning and adjusting these service connections depends on how much Everett Transit can afford to expand each year, on how fast service can be put on the street based on available vehicles and personnel, and on expected service productivity. These constraints limit growth of total system service hours to less than 13 percent in any one year, which is within Everett Transit’s capacity to accommodate on a yearly basis if new sources of funding are found. Table 2 (pages 20 and 21), shows how the Circulator-Feeder and Center to Center Express services will grow each year through 2012. Actual service changes will likely differ somewhat from this phasing plan to respond to changing travel demand, economic and operational conditions.

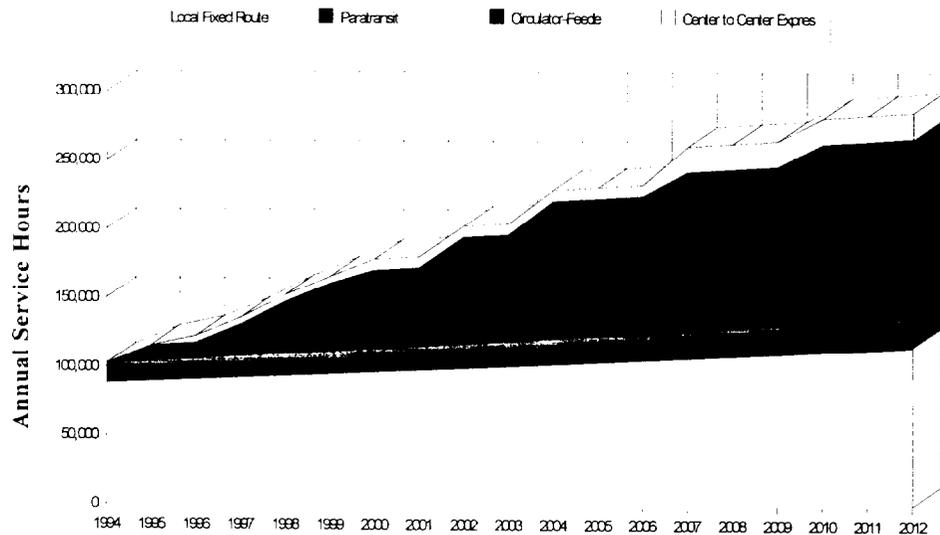


Figure 5
Growth in Annual Service Hours

Capital Plan

Fleet

More capital facilities and vehicles will be needed to support the increased transit services called for in this plan. Everett Transit will require 143 transit vehicles to provide the services called for in 2012, compared with 52 vehicles to provide services in 1993. Figure 6 shows how Everett Transit’s fleet should grow through 2012. Everett Transit currently replaces each full-size bus every 14 years on average, and replaces smaller mini-buses about every four years.

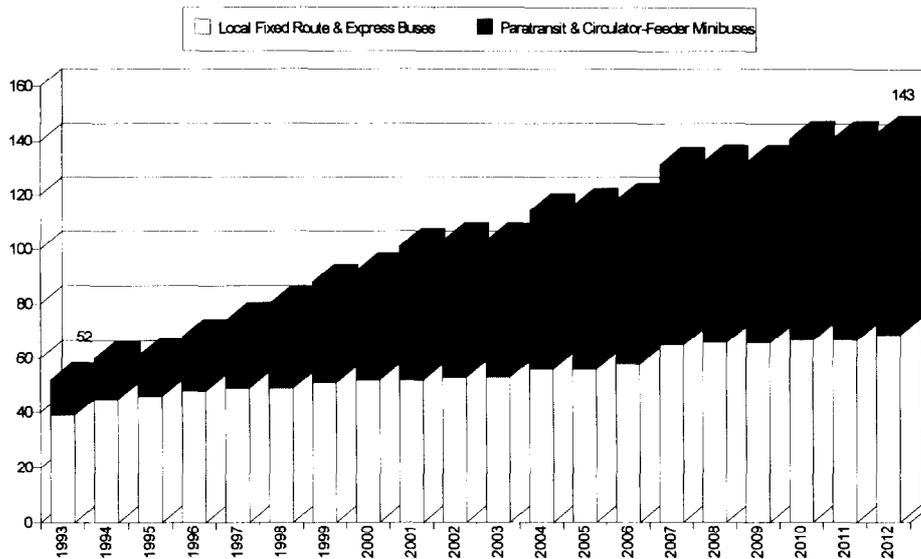


Figure 6
Fleet Growth: 1993-2012

Maintenance Facilities

Implementation of this plan will require additional facility capacity to maintain and operate a larger fleet. The location of the current Everett Transit Operations Facility is shown in Figure 7.

Transit Transfer Facilities

Everett Transit will need to develop transit transfer centers at Everett Mall, Boeing/Paine Field, and somewhere along Evergreen Way between Everett Mall and downtown to support expanded service. Additionally, Everett is currently studying the feasibility of constructing a new Multimodal Transit Facility near the downtown that could supplement the existing downtown transit center. This facility will provide a coordinated transfer point

Table 2 Annual Service Phasing Schedule

Year	Service Type	Connection	Service Change	Peak Trips Per Hour*	Off-Peak Trips Per Hour**	Service Hours Added	Additional Fleet***
1994	Local Fixed Route	Variable	Increase 1.5%	Variable	Variable		Buses: 6
	Paratransit	Variable	Increase 4.0%	Variable	Variable		Minibuses: 2
1995	Local Fixed Route	Variable	Increase 1.5%	Variable	Variable	1,324	Buses: 1
	Paratransit	Variable	Increase 4.0%	Variable	Variable	581	Minibuses: 0
	Circulator-Feeder	Everett CBD-Everett CBD	Begin Service	2	2	11,232	
	Circulator-Feeder	Everett CBD-Marysville	Reconfigure FR	2	2	0	
	Express	Paine Field-Everett Mall	Reconfigure FR	2	1	0	
1996	Local Fixed Route	Variable	Increase 1.5%	Variable	Variable	1,344	Buses: 2
	Paratransit	Variable	Increase 4.0%	Variable	Variable	604	Minibuses: 5
	Express	Everett CBD-Everett Mall	Begin Service	2	1	4,784	
1997	Local Fixed Route	Variable	Increase 1.5%	Variable	Variable	1,364	Buses: 1
	Paratransit	Variable	Increase 4.0%	Variable	Variable	628	Minibuses: 5
	Circulator-Feeder	North Everett-Everett CBD	Begin Service	2	2	11,232	
1998	Local Fixed Route	Variable	Increase 1.5%	Variable	Variable	1,385	Buses: 0
	Paratransit	Variable	Increase 4.0%	Variable	Variable	653	Minibuses: 6
	Circulator-Feeder	Intercity/Casino-Everett Mall	Begin Service	2	2	11,232	
	Circulator-Feeder	Everett CBD-Everett CBD	Increase Frequency	3	3	3,120	
1999	Local Fixed Route	Variable	Increase 1.5%	Variable	Variable	1,405	Buses: 2
	Paratransit	Variable	Increase 4.0%	Variable	Variable	680	Minibuses: 6
	Circulator-Feeder	South Everett-Evergreen Way	Begin Service	2	2	11,232	
2000	Local Fixed Route	Variable	Increase 1.5%	Variable	Variable	1,426	Buses: 1
	Paratransit	Variable	Increase 2.0%	Variable	Variable	353	Minibuses: 3
	Express	Paine Field-Mukilteo	Begin Service	2	None	1,040	
	Express	Boeing-Mukilteo	Begin Service	2	None	1,040	
	Express	Everett CBD-Everett Mall	Increase Frequency	3	1	1,040	
	Express	Paine Field-Everett Mall	Increase Frequency	3	1	1,040	
	Circulator-Feeder	Everett CBD-Everett CBD	Increase Frequency	3	4	4,680	
	Circulator-Feeder	Intercity/Casino-Everett Mall	Increase Frequency	2	3	3,120	
2001	Local Fixed Route	Variable	Increase 1.5%	Variable	Variable	1,448	Buses: 0
	Paratransit	Variable	Increase 2.0%	Variable	Variable	360	Minibuses: 9

Table 2
Annual Service Phasing Schedule, cont.

Year	Service Type	Connection	Service Change	Peak Trips Per Hour*	Off-Peak Trips Per Hour**	Service Hours Added	Additional Fleet***
2002	Local Fixed Route	Variable	Increase 1.5%	Variable	Variable	1,470	Buses: 1
	Paratransit	Variable	Increase 2.0%	Variable	Variable	368	Minibuses: 1
	Circulator-Feeder	Paine Field-Paine Field	Begin Service	None	2	9,360	
	Circulator-Feeder	Edgewater-Mukilteo	Begin Service	2	2	11,232	
2003	Local Fixed Route	Variable	Increase 1.5%	Variable	Variable	1,492	Buses: 0
	Paratransit	Variable	Increase 2.0%	Variable	Variable	375	Minibuses: 0
2004	Local Fixed Route	Variable	Increase 1.5%	Variable	Variable	1,514	Buses: 3
	Paratransit	Variable	Increase 2.0%	Variable	Variable	383	Minibuses: 8
	Circulator-Feeder	Silver Lake-Everett Mall	Begin Service	2	2	11,232	
	Circulator-Feeder	Silver Lake East-Everett Mall	Begin Service	2	2	11,232	
2005	Local Fixed Route	Variable	Increase 1.5%	Variable	Variable	1,537	Buses: 0
	Paratransit	Variable	Increase 2.0%	Variable	Variable	390	Minibuses: 2
2006	Local Fixed Route	Variable	Increase 1.5%	Variable	Variable	1,560	Buses: 2
	Paratransit	Variable	Increase 2.0%	Variable	Variable	398	Minibuses: 0
2007	Local Fixed Route	Variable	Increase 1.5%	Variable	Variable	1,583	Buses: 7
	Paratransit	Variable	Increase 2.0%	Variable	Variable	406	Minibuses: 6
	Express	Everett CBD-Paine Field	Begin Service	2	1	4,784	
	Express	Evergreen Way-Mukilteo	Begin Service	2	1	5,824	
	Circulator-Feeder	North Everett-Everett CBD	Increase Frequency	2	3	4,680	
	Circulator-Feeder	South Everett-Evergreen Way	Increase Frequency	3	3	4,680	
	Circulator-Feeder	Intercity/Casino-Everett Mall	Increase Frequency	3	4	4,680	
	Circulator-Feeder	Silver Lake-Everett Mall	Increase Frequency	3	2	1,560	
2008	Local Fixed Route	Variable	Increase 1.5%	Variable	Variable	1,607	Buses: 1
	Paratransit	Variable	Increase 2.0%	Variable	Variable	414	Minibuses: 0
2009	Local Fixed Route	Variable	Increase 1.5%	Variable	Variable	1,631	Buses: 0
	Paratransit	Variable	Increase 2.0%	Variable	Variable	422	Minibuses: 0
2010	Local Fixed Route	Variable	Increase 1.5%	Variable	Variable	1,655	Buses: 1
	Paratransit	Variable	Increase 2.0%	Variable	Variable	431	Minibuses: 8
	Circulator-Feeder	Beverly Park-Evergreen Way	Begin Service	2	2	11,232	
	Circulator-Feeder	Darlington-Paine Field	Begin Service	2	None	3,120	
2011	Local Fixed Route	Variable	Increase 1.5%	Variable	Variable	1,680	Buses: 0
	Paratransit	Variable	Increase 2.0%	Variable	Variable	439	Minibuses: 0
2012	Local Fixed Route	Variable	Increase 1.5%	Variable	Variable	1,705	Buses: 2
	Paratransit	Variable	Increase 2.0%	Variable	Variable	448	Minibuses: 0

*Peak Hour = 6:00 AM - 9:00AM; 4:00 PM - 7:00 PM

**Off-Peak Hour = 5:00 AM - 6:00 AM; 9:00 AM - 4:00 PM; 7:00 PM - 11:00 PM

***Overall additional fleet for all service changes that year.

Note: Actual service implementation may vary depending on travel demand, economic, and operational changes.

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for Everett Transit and Community Transit buses, private intercity bus services, Amtrak, taxis, and private drivers (via a new park and ride facility). It will also link potential regional commuter and rapid rail services.

These new facilities in the activity centers will be the connecting points for Local Fixed Route, Center to Center Express and Circulator-Feeder routes. Further, they will provide direct access to the regional rapid rail system if and when it is built in Snohomish County. This plan also calls for study of transit centers in Mukilteo and Marysville, since these areas have strong transit connections to Everett. Development of any of these centers will likely include multiple funding partners and would be cost-shared among several agencies. General locations of these new centers are shown in Figure 7.

Roadway Improvements

Bus transit is subject to the same traffic congestion as automobiles since it operates on the same roads. Congestion makes transit slower, less convenient and efficient, and discourages ridership. "Transit priority treatments," including arterial HOV lanes, signal priority for buses at intersections, and special intersection bypass lanes called "queue jumps" can be used to help transit bypass congestion.

Community Transit, along with Everett, the Washington State Department of Transportation and other local jurisdictions, has identified potential transit priority treatments that could be implemented in the city to help transit operations. The Community Transit Arterial HOV Study calls for providing transit priority treatments along several major corridors in and around Everett, illustrated in Figure 7.

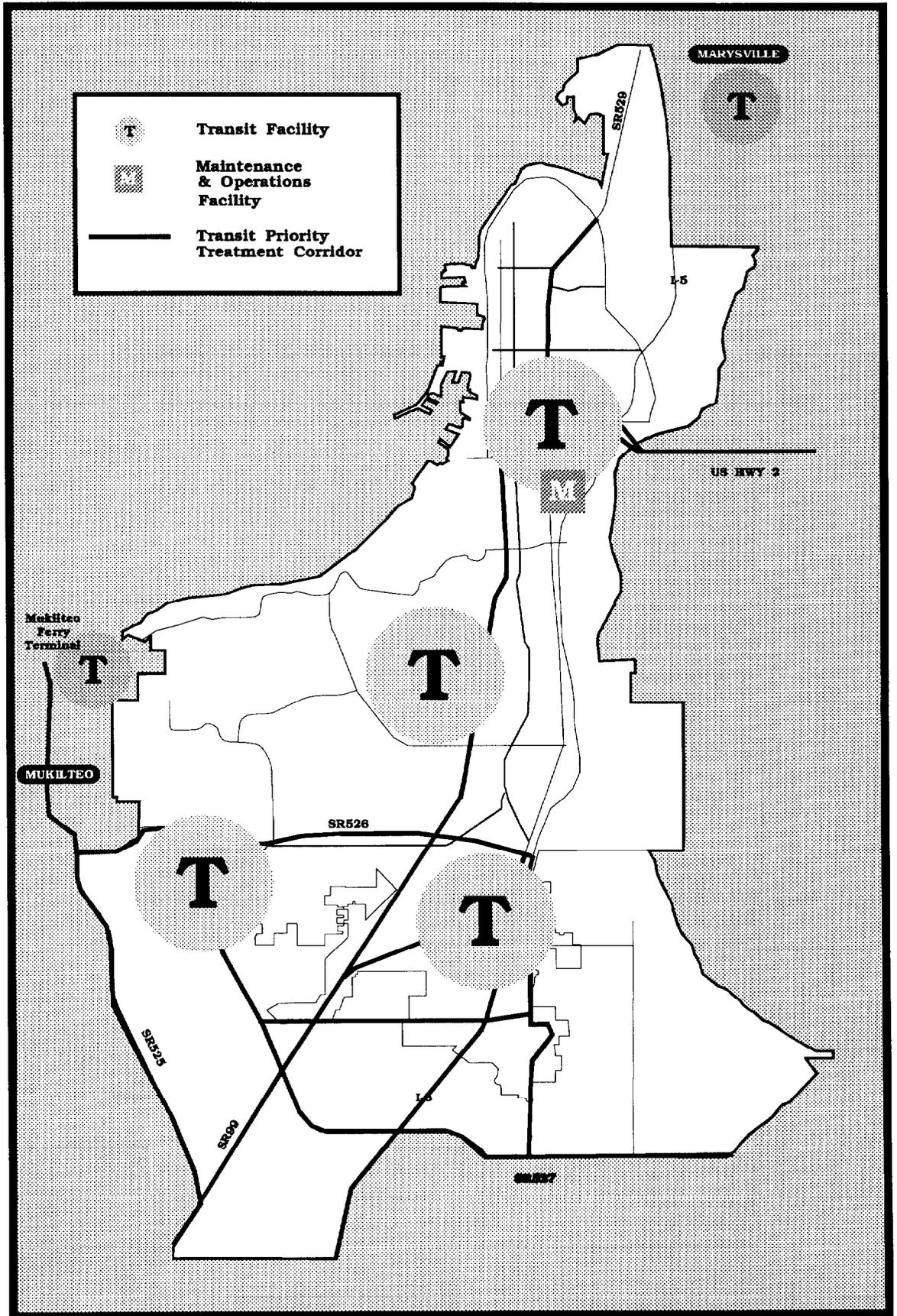


Figure 7
2012 Transit Capital Facilities
 (Locations are generalized)

From Plan to Reality

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Paying for the Vision

This vision for transit service in Everett is ambitious. The service expansion plan is constrained not only by the operational ability of Everett Transit to buy buses, train drivers and build supporting facilities, but also by funding. The analysis presented here examines Everett's ability to pay for the proposed service and capital facility expansions using current funding sources at conservative levels over the planning period. All financial data in this section are in constant 1994 dollars; figures reflect real growth only, and do not include future year inflation.

Operations

Current

The proposed expansion in services will be expensive relative to existing service costs. In 1992, Everett Transit received \$5.9 million from the sales tax, \$357,000 from customer fares, and about \$245,000 from federal operating grants. Another \$303,000 came from other operating revenue sources. Figure 8 shows where Everett received operating revenues from, and how those funds were spent in 1992.

Future

Figure 9 shows how much of the projected costs of the new services could be paid using existing transit funding sources available to Everett, at current funding levels. Everett would be able to pay for all of the proposed services through 1994 with current funding sources. On average, Everett would be able to pay for about two thirds (68 percent) of the annual costs of proposed service between 1993 and 2012.

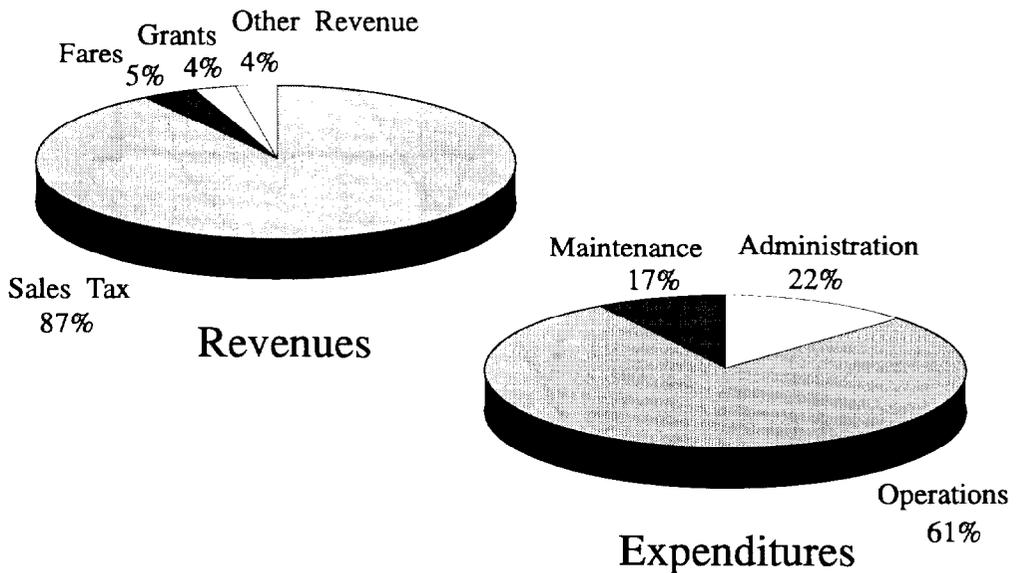


Figure 8
1992 Operating Revenues and Expenditures

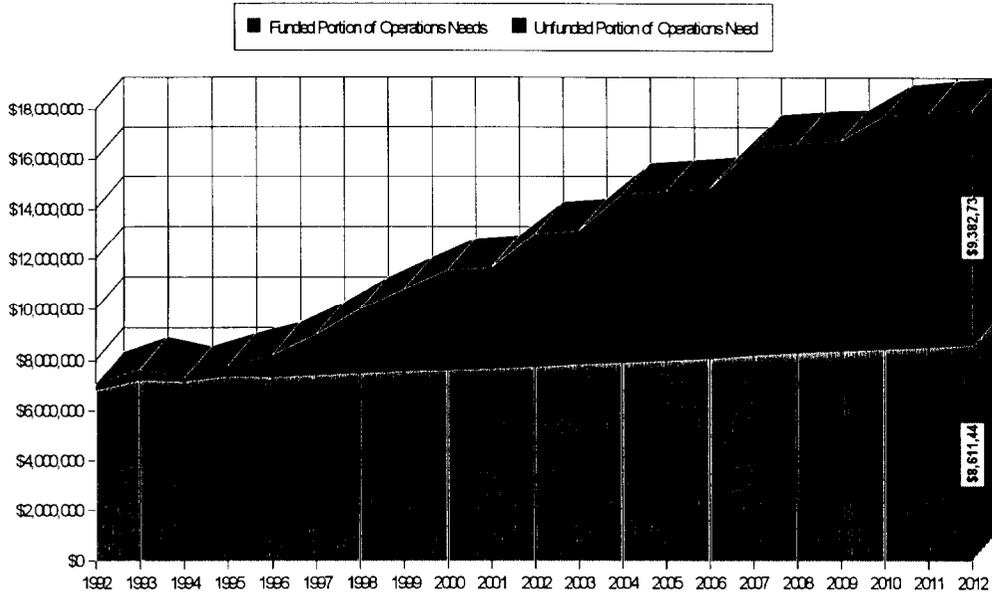


Figure 9
Operations Needs and Available Revenue

Capital

Current

This analysis assumes that federal capital assistance grants will continue to be available at levels similar to recent years, and that they will continue to be used to pay for 80 percent of individual capital projects and vehicle acquisitions. Figure 10 depicts the proportional receipt and expenditure of capital funds for 1992.

Future

Figure 11 shows how much of the projected costs of the new capital facilities and fleet acquisitions and replacements could be paid using existing transit capital funding sources available to Everett, at current funding levels. Everett would be able to pay for all of the proposed facilities through 1996 with current funding sources. On average, Everett would be able to pay for over three quarters (77 percent) of the annual costs of proposed capital facility improvements between 1993 and 2012.

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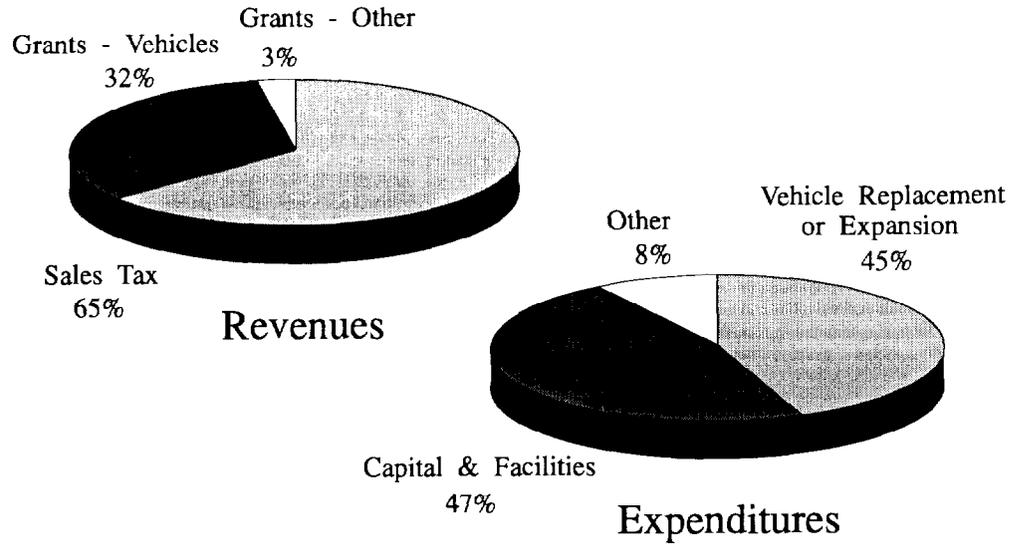


Figure 10
1992 Capital Revenues and Expenditures

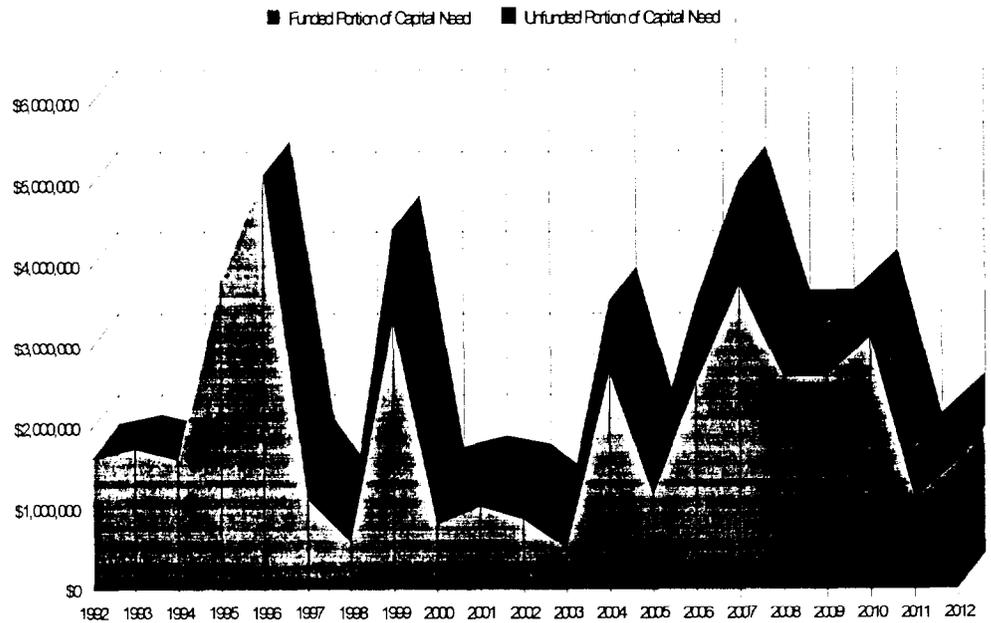


Figure 11
Capital Needs and Available Revenue

Where to Find More Money

Everett will need to acquire more revenue to fully implement the expanded services and capital facilities presented in this plan. To pay for this, Everett Transit has several options, including obtaining additional funding from existing sources and/or new sources. Everett has significant control over some sources, and little control over others. Revenue options that are primarily controlled by the City of Everett include:

Changing the Local Sales Tax: Everett could ask city residents to increase the sales tax to support expansion of transit services. Three-tenths of one cent of the local sales tax is currently dedicated to transit. However, Everett could levy up to six tenths of one percent for transit, if voters approve an increase. Increasing the sales tax to six tenths of one percent would generate an additional \$7.2 million per year on average.

Changing Fares: Public opinion research suggests that Everett residents would support increasing the basic adult fare from 30 cents per one-way trip to 50 cents per trip to support new services, with modest additional increases in future years. Everett could raise transit fares to generate additional revenue. Everett Transit currently charges relatively low fares compared to other Puget Sound area transit operators such as Metro, which charges 85 cents for a one-zone off-peak trip, and Community Transit, which charges 80 cents for a similar trip.

Raising the current 30 cent fare for adults could provide a substantial amount of additional revenue for Everett Transit. Raising basic adult fares incrementally to 50 cents in 1995, 75 cents in 2000, and \$1.00 in 2007 would generate an additional \$400,000 per year on average, and would increase operating reserves over the planning period by about \$6 million. As noted in the policy section of this plan, fares for seniors, youth and mobility-impaired individuals would be discounted. However, increasing fares alone would not likely provide sufficient additional revenue to fully implement this plan.

Advertising: Advertising on the City's transit system is currently prohibited by City ordinance. Though minor compared to other revenue sources, advertising could generate an additional \$125,000 per year (gross).

There are a couple of other major public transportation funding sources that could potentially benefit Everett and its transit system. However, these are sources that Everett must largely rely on other agencies to provide.

The Regional Transit Authority: If the regional transit system is approved by the region's voters, the RTA could provide significant funding to local transit operators such as Everett Transit to develop and implement services to support regional transit service. It is possible that Everett could receive an average of at least \$2.0 million in operating assistance and \$1.7 million in capital assistance annually if the regional transit system is approved.

Motor Vehicle Excise Tax (MVET): Though not currently available to city-owned transit systems due to state restrictions on MVET distribution, MVET funds for transit could be significant for Everett if current state laws were changed. It is estimated that an average of \$4.6 million could be available annually to Everett.

Other: At the present time, minor transit improvements such as bus shelters, additional right of way, bus pullouts, etc., are obtained through the City's permit process on an

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individual, case-by-case basis. Developer fees, in addition to the minor transit improvements obtained through the permit process, are likely to generate marginal benefits.

The State-authorized Utility Tax for public transportation (RCW 82.14.045) authorizes cities such as Everett to impose a "Utility Tax" in lieu of sales tax for provision of funds to operate and maintain a public transportation system. Shifting the support method to a utility tax from the present sales tax would require a public vote and would require an in-depth analysis of the trade-off between the two methods.

No Action: If Everett does not obtain new funding sources through raising fares, increasing the sales tax, RTA, etc., Everett Transit could continue to operate "as is" until the year 2001 with a positive cash flow. Four cash flow scenarios are included in the technical appendix to this plan, including one that projects no new funding sources.

Turning Plan Into Action: Shared Responsibilities

Money is not the only factor in turning this plan into new transit service. Cooperation or the lack of it will be a major determinant of the success of the Everett vision for transportation management. Everett does and will actively participate in regional transportation planning efforts to ensure that potential effects on Everett are considered. This is part of the City's role in providing a good environment for transit.

The City is in the unique position of being able to make decisions not only about public transportation services and facilities, but also about the transportation environment in which transit operates. Most public transportation providers in Washington must operate their services and facilities on roads that are governed by other agencies — cities, counties, or the state. Since Everett Transit is part of the City of Everett, public transportation needs can be more directly integrated into the City's decisions on such matters as land use, street improvements, transportation facilities, and levels of service. This integration could lead to increased transit usage along with increased mobility for pedestrians and bicyclists.

Though the City has a lot of control over how it provides public transportation, a number of players will need to be involved in transforming these recommendations into action. The City of Everett will need to work closely with other jurisdictions to ensure that land use and transportation actions are supportive of local and regional growth management and transportation goals. Major supporting actions by jurisdiction include:

Washington State Department of Transportation: Complete the regional high occupancy vehicle lane system on state highways and develop additional park and ride capacity. Coordinate service planning and intermodal facility planning with the Washington State Ferry System.

Snohomish County: Implement complementary growth management requirements and provide transit-priority treatments on county roads leading into and out of Everett.

Community Transit: Coordinate service provision and expansion with Everett Transit and share costs of capital facilities that benefit both operators.

Regional Transit Authority: Provide planning and financial assistance to Everett to implement successful regional and feeder transit connections, and implement high capacity transit connections between Everett and other central Puget Sound destinations.

Private Sector: Implement effective commute trip reduction measures, develop land uses to be "transit-friendly," and support transit service expansion.

Future Work

This plan is only the first step toward providing expanded transportation choices in Everett. Significant additional work that will follow the adoption of this plan includes:

- detailed service and route planning (operations plan);
- specific studies to determine locations and impacts of capital facilities;
- acquiring funding to implement the plan;
- developing interlocal agreements to substantiate planning, cost sharing and implementation responsibilities; and
- developing programs to monitor and evaluate the effects of expanding transit service in Everett.

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